

TELFORD & WREKIN COUNCIL

CABINET – 13 OCTOBER 2008

HEALTH & WELL-BEING STRATEGY 2008-2011

REPORT OF THE HEAD OF SERVICE DEVELOPMENT, ADULT & CONSUMER CARE

1. PURPOSE

To request endorsement of the full Health & Well-being Strategy that has been developed from the Priority Plan for Promoting Healthy Communities & Improving the Quality of Life of Vulnerable and Older People.

2. RECOMMENDATION

That Members endorse the document that has been produced through joint work in partnership with the Primary Care Trust .

3. BACKGROUND

- 3.1 The Health & Well-being Strategy has been developed as a joint document for the Council and PCT. This has involved an innovative approach that aligns the Council's process for producing Priority Plans with the requirement for the over-arching Health & Well-being Strategy. The Strategy also meets the PCT requirement to produce a strategic commissioning plan. The partnership approach toward the Strategy has avoided duplication, enabled consistency and reduced the total amount of time that would have been required to produce separate document for the PCT and Council.
- 3.2 There has also been careful consideration of the linkage between the other Priority Plans that the Council has produced. This is reflected in the extent to which the needs of children and families are identified within the Strategy and linked priorities with the Children & Young People's Plan. There are also links, primarily in the 'Housing' content with the Priority Plan for Maintaining a High Quality, Attractive and Sustainable Environment. Similarly, the Strategy reflects the Priority Plan for Creating a Safe, Strong and Cohesive Community (eg in relation to substance misuse and alcohol harm reduction) and Strengthening the Local Economy and Skills of Local People (eg for enabling employment opportunities for people with disabilities).
- 3.3 The Priority Plan for Promoting Healthy Communities & Improving the Quality of Life of Vulnerable and Older People was approved earlier

this year as part of the Council's corporate planning process. Since then the document has remained substantially the same but has been enhanced by the addition of Health Service information to achieve the full Health & Well-being Strategy.

- 3.4 The Health & Well-being Strategy will now be taken forward as the high level document for other strategies that relate to specific areas such as Learning Disabilities, Dementia, Mental Health and Carers. It will also inform our business plans and performance monitoring as means of ensuring implementation of the priorities and actions identified within the Strategy.
- 3.5 Work is continuing on a partnership basis to produce a Joint Strategic Needs Assessment (JSNA). This is now a statutory requirement for the Director of Public Health; Director of Adult Social Services; and Director of Children's Services. The outcome of the JSNA work will be reported during the first quarter of 2009 and that will then lead in to a refresh of the Health & Well-being Strategy around March / April 2009.

4. HEALTH & WELL-BEING STRATEGY

- 4.1 The Executive Summary of the Strategy is attached to this report.
- 4.2 Copies of the full Strategy will be made available through the Council's website and it is also intended to publish it on the PCT website and Telford & Wrekin Partnership website.
- 4.3 Paper versions of the strategy will be produced and distributed to groups within the Health & Well-being Partnership. The Partnership Board approved the Strategy when it met on 9 September 2009.

5. EQUALITY AND DIVERSITY

- 5.1 The areas covered within the Strategy have significant links to addressing equality and diversity issues. Health inequality is a key area for local action and this is a primary focus within the document. An equalities impact assessment has been completed to ensure that all relevant aspects are addressed appropriately.

6. ENVIRONMENTAL IMPACT

- 6.1 There are no specific environmental impact issues arising from the Strategy.

7. LEGAL COMMENT

- 7.1 The Health & Well-being Strategy draws together a wide range of issues and services that are underpinned by a framework of legislation. The Local Government and Public Involvement in Health Act 2007 received Royal Assent on 30th October 2007. Chapter 1 (Sections 103-

118) relating to Local Area Agreements and Community Strategies came in to force on 30th December 2007 ,save for Section 116 relating to health and social care joint needs assessments , which came into force on 1st April 2008.

8. LINKS WITH CORPORATE PRIORITIES

- 8.1 The Strategy has links to all corporate priorities as described in Section 3.2 of this report in relation to the other Priority Plans of the Council. There is also relevance to the objective for a modern, effective council.

9. OPPORTUNITIES AND RISKS

- 9.1 The opportunities and risks associated with this report have been identified and assessed. Arrangements will be put in place to manage the risks and maximise the opportunities that have been identified

10. FINANCIAL IMPLICATIONS

- 10.1 This strategy is an overarching document that other strategies will sit within. It defines an overall approach across health and social care services and will be delivered in co-operation with the NHS and other partner organisations. It identifies the key areas for joint use of resources and will have implications for the way in which existing Portfolio resources are used rather than determining the amount of resources. The Strategy has been developed in accordance with the Council's priority plans and will therefore ensure spending is aligned with the identified priorities, which include services and initiatives delivered through partnership arrangements. Therefore, delivery of the strategy will be in line with existing resources or will reflect priorities being considered by the Service and Financial Planning Group and will be within the Council's budget setting processes.

11. WARD IMPLICATIONS

- 11.1 Borough wide implications

12. BACKGROUND PAPERS

- 13.1 None

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Telford and Wrekin Health and Well-being Strategy 2008-2011

Executive Summary

The Telford and Wrekin Health and Well-being Strategy describes how the Council, PCT and partner organisations plan to work together to improve the health outcomes and quality of life for people living in Telford and Wrekin. It is a three year strategy with ambitious goals. The strategy has been based on a developing strategic needs assessment, including the Telford and Wrekin Health and well-being demographic foundation report 2007 and engagement with the local community and key stakeholders.

The Health and Well-being Strategy is the PCT's Health Commissioning Plan and the Council's Priority Plan for Promoting Healthy Communities and Improving the Quality of Life for Vulnerable and Older People.

The overall priorities in the Health and Well-being Strategy are:

- to improve health and wellbeing and reduce health and social inequalities.
- to help people make informed choices about their care and support
- to provide the quickest, safest and most effective care

To improve health and well-being and reduce health and social inequalities.

Keeping people healthy and minimising the impact of chronic disease, such as heart disease, stroke and diabetes, is a high priority for the PCT and Council. The risk of chronic disease is greatly reduced for people who lead a healthy life style and so the PCT and the Council will therefore provide services that promote this. The PCT and Council's immediate priority areas for improved health are smoking cessation, reducing the rate of teenage pregnancy, weight management, alcohol misuse and breast feeding. Over the next three years the PCT and the Council will develop a life style change service to support people who want to have a healthier life style.

In addition to supporting all of the local population to achieve a healthier life style, the PCT and the Council will target those groups of people who may experience a disadvantage in access to health services and a healthy life style, for example people on a low income, older people, people with a learning disability or mental health needs.

A particularly important focus will be to increase participation in regular physical activity; central to achieving this will be implementing the Telford Sports, Learning and Enterprise Community action plan.

To help people to make informed choices about their care and support

Providing services that are tailored to meet individual need and choice and that treat all people with dignity and respect is an important priority for the Council and PCT

Over the next three years this will be achieved by increasing the availability of personal budgets, setting a standard for informed self-determination and by offering respect and dignity in all health, social care and related services.

People will be supported to better manage their care by continuing to offer everyone who is in need of social care an assessment, improving advice, information and signposting for people, regardless of how their care needs might be funded and developing an option for self-assessment and assisted assessment. People with a long term health condition will be given the information and resources needed to enable them to manage their own care and make choices about how and where care is provided. Care will be provided in or close to the person's home whenever possible.

Independent living will be supported by additional specialist accommodation including, extra care housing, high quality independent accommodation and communal facilities in a secure environment that aims to provide a 'home for life'.

In recognition of the role played by carers, the Telford and Wrekin Local Area Agreement includes a target relating to the number of carers receiving an assessment/review, specific carers' services or advice and information. These services will be developed in line with the local Carers Strategy and the national New Deal for Carers and will include emergency respite care.

Improved public information will be available to inform choice, for example: through building on star ratings and quality premiums for care homes and the Scores on the Doors guide to food safety in restaurants, schools, care services and other premises.

To provide the quickest, safest and most effective care

This priority is about receiving the right care, in the right place and at the right time. It is about services working together in a co-ordinated way so that the person experiences continuity in their care as they move between services.

To help people access the quickest, safest and most effective care, the PCT and the Council will develop and actively promote a single point of contact and triage system for people who have urgent or emergency health and social care needs. There will also be improved access, advice and signposting for social and health care, with a help desk and information available twenty four hours a day, seven days a week, through designated contact points.

The PCT and the Council aim to provide care at home or closer to home whenever possible by focusing the acute hospital services on the seriously ill

and injured and providing community based services, such as integrated health and social care teams, community hospitals, minor injury units, new GP surgeries and an urgent care centre, for those people who do not need the very specialist support of a general hospital. The PCT and the Council will establish a Health and Well-being Centre in the centre of Telford to provide access to clinical and community services to help people to maintain good health and independence.

The PCT and the Council will also look to continue to improve links with other key services, for example: housing, benefits advice, employment and leisure services.

The PCT and the Council will also develop predictive case modelling to identify those people most at risk of needing a hospital admission to allow early intervention and community support.

During 2008/09, the PCT and the Council will establish 12 new care pathways for long-term conditions to ensure quality of care at the right time and place. A care pathway is a term used to describe the best clinical practice for a condition from disease prevention through to medical assessment, diagnosis, treatment and discharge. These will be based in part on the Department of Health's national service frameworks which set out national standards and best practice care pathways for various conditions such as diabetes and coronary heart disease. The PCT and the Council will also put in place a number of other care pathways, for example for mental health and end of life care. All care pathways will include the need to develop a healthy lifestyle so that disease is prevented. As part of a national programme to share best practice the PCT and the Council are developing care pathways with staff who provide services and people who use services.

The other main focus will be on improving access to services and reducing waiting times, for example: increasing the number of GP surgeries offering extended opening hours, reducing waiting times for dental services and improving access to social care assessment.

Key Objectives

To improve health and well-being and reduce health and social inequalities.

The key objectives of this sub-priority are to:

- improve the health and well-being of the population of Telford & Wrekin overall
- improve the health outcomes for people with mental health needs, those with a learning disability, older people, people from black and minority ethnic communities and others who may experience a disadvantage

- improve access to mainstream leisure, employment, transport, education and lifelong learning opportunities for all of the population and specifically for people who may be disadvantaged
- improve access to GPs by establishing new practices
- create more opportunities and facilities for all of the community to participate in sports, arts and leisure activities;
- reduce the number of people admitted to hospital as a result of harm caused by alcohol
- reduce teenage pregnancies
- provide better anti-natal care for all mothers
- improve the health outcomes for mothers, babies and children from high risk groups
- improve the promotion and support of breast feeding
- reduce the levels of childhood obesity
- promote better health for children in care

To help people to make informed choices about their care and support

The key objectives of this sub-priority are to:

- support vulnerable people to live independently in their own homes
- increase the availability of personal budgets
- improve access to assessment
- improve access to health and social care services
- carry out assessments of carers' needs and respond to these through the provision of support services
- ensure that the quality of the domiciliary care service has a person-centred focus on outcomes and that people are treated with dignity and respect
- enable people with a long-term health condition to understand their condition and to support them to manage their care
- systematically review and monitor the quality of care provided by care homes to ensure that the dignity and safety of residents is upheld at all times
- work towards offering the option of a personal budget in continuing health care in the future
- enable people to die in their place of choice with dignity and respect
- plan, organise and deliver services around the needs of disabled children and their families

To provide the quickest, safest and most effective care

The key objectives of this sub-priority are to:

- increase choice in where and when a procedure or consultation takes place
- improve access to GPs and primary care professionals
- improve levels of dental care responsiveness
- establish prompt and easy access to urgent and emergency services
- set commissioning outcomes based on best practice for day surgery

- commission care that is available 24 hours a day and 7 days a week for people at an advanced stage in the progression of their condition
- ensure that all people who are eligible for NHS continuing care are identified and offered this care
- commission well co-ordinated care pathways
- commission and provide services based on best clinical and care practice for people with a long term health condition or complex care need
- promote independence and well-being to reduce the demand on acute hospitals in future
- improve the communication and sharing of patient and service user information across health and social care as well as primary care, community and hospital services
- ensure and improve the quality of care service provision within Telford and Wrekin
- improve the communication between hospital and community services so that admission to and discharge from hospital is managed effectively and efficiently
- provide care closer to home where possible through community based services
- reduce the length of stay of planned hospital admissions
- avoid unplanned admissions to hospital in the last 6 months of life.
- provide high quality support from pregnancy to childbirth
- develop clinical care pathways based on best practice for children with a long term condition
- reduce emergency bed days used by children and young people
- support children and young people to die at home if this is their choice

The sections in the strategy represent the stages in terms of life events and / or stages of care with reference throughout to the different care groups affected. More detailed strategies and action plans can be found in the Strategies for these care groups.

The PCT and the Council are committed to:

- **Equalities & Diversity** – striving to ensure that communities have equal access to services and that services do not discriminate on the grounds of ethnicity, religion or beliefs, disability, gender, sexuality or age .
- **A Strong Community Focus** – understanding the needs of the area, listening and responding to the views of local people and ‘narrowing the gap’ between the prosperous and more deprived parts of the community.
- **Sustainable Development** – delivering real and lasting benefits which are not at the expense of future generations
- **Best Value for Money** – making sure that the services that the PCT and the Council commission provide the best value in terms of cost, quality, efficiency and effectiveness

- **Improved outcomes** – demonstrating that the services the PCT and the Council commission provide improved outcomes for the people who receive these services
- **Develop services that make sense in terms of evidence base and to the communities served** – making sure that any changes to health or social services or the development of new services are based on sound evidence and expert advice and are acceptable to the local community, recognising the diversity of that community.

Resources

The overall resources allocated to the Health and Well-being Strategy over the next three years are outlined below.

A summary of the Council's funding for 2008 – 2011

	Budget 2008/09 £m	2009/10 £m	2010/11 £m
Adult Social Services	34.1	35.7	37.4
Food Safety	0.5	0.51	0.52
Housing Needs and Homelessness	0.9	0.92	0.94
Supporting People	4.0	4.0	4.0
Leisure	6.9	7.04	7.18
Corporate total (excluding the devolved schools budget)	118.03	123.3	128.6

A summary of the PCTs funding for 2008 - 2011

	Budget 2008/09 £m	2009/10 £m (Assumed)	2010/11 £m (Assumed)
Total budget	224.9	237.1	249.9

The plans described in this document are based on existing budget allocations for 2008/09 and realistic projections based on corporate financial planning for PCT and Council in the period up to 2011.

In terms of specific investment decisions that have been made by the Council and PCT as part of these organisations' financial planning strategies to deliver key policy objectives, key areas identified for 2008/09 are:

- £1.070m revenue to protect current levels of Adult Social Services

- £1m capital to provide Disabled Facilities Grants (part of this allocation will also provide grants to the private sector to bring properties up to a higher living standard)
- additional £14 million revenue investment over 3 years to build 300+ more affordable homes
- £1.420m capital to improve residential and day care facility (Downing House)
- £500k revenue for an Urgent Care Centre; this includes double running costs until the centre is fully operational in April 2009
- £250k revenue to fund three months of the Health and Well-being Centre, in the centre of Telford. Full year running costs are estimated at £1m
- £400k capital for the replacement of one existing GP practice per year
- £750k revenue to invest in IT healthcare systems to improve communication between the hospital, GP practice and community

Listening to the Community

The PCT and the Council have consulted widely with local people in developing medium-term service and financial strategies, particularly regarding investment priorities. This consultation programme has also been used to inform the development of the Council's Priority Plans and the 2008-2011 Local Area Agreement.

The PCT and the Council have used a variety of ways to engage with a broad cross-section of the community, including:

- a major postal survey of a random sample of over 3,000 people, regular surveys of the Community Panel (1,000 local residents) and a survey of all Town and Parish Councillors
- a Question Time event, attended by 200 local people, and a Business Breakfast, involving representatives from 35 diverse local businesses
- discussions with a range of stakeholder groups, including the Young People's Forum, Connecting Communities Group (black and minority ethnic people), Older People's Forum, Disabilities Forum and voluntary sector groups
- a 'State of the Borough' conference with partners to discuss key issues and priorities
- an interactive online survey (The Council Tax Challenge), which invited participants to 'spend' part of the Council's Budget. (82 respondents)
- ten Health and Well-being Strategy workshops with people who use services, carers, front line staff and partner organisations to identify key issues and priorities
- NHS Next Steps review which engaged with the public and other key stakeholders, such as community and voluntary organisations, through a number of workshops at different stages in the development of the strategy. This included an initial engagement and preparation workshop of 70 participants, consultation workshop on outline plans

with 78 participants and numerous workshops to discuss and plan options for each of the care pathway development groups.

The Health and Well-being Strategy should be read alongside:

- Children's Trust's Children and Young People's Strategy
- The Council's Priority Plans for a Sustainable Environment, Safer & Stronger Communities and the Economy and Skills
- Developing Health and Healthcare – A Strategy for Shropshire, Telford and Wrekin.
- Telford and Wrekin PCT and Council Operating Business Plan
- Investing for Health
- High Quality Care for All (Lord Darzi's report)

It should be noted that this three year strategy is a living document. It will be refreshed each year following a review through the Joint Strategic Needs Assessment.